Report	Ref Number	HMIC Evidence	AFI/Recommendation	Recommendation accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required		Confidence rating in timescale set	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off? / Progress Update	Last Updated
							What?	Timescale?				
Core Policing	**141**	HMIC therefore considers that current practice on using a problem-solving approach demonstrates a missed opportunity for effective neighbourhood preventive policing by the majority of forces. The College of Policing could support forces in this regard, through the identification, collation and dissemination of good practice of problem-solving cases.	By 31 March 2015, every force that does not have an adequate, force-wide problem-solving database should develop and start making use of one, to record, monitor and manage its neighbourhood problem-solving cases.	Yes	ACC Gibson	Supt Timmins	Lincolnshire police has a problem-solving database and work continues to improve its consistent use. As a part of the neighbourhood policing strategy work Supt Timmins is doing, there will be requirement to review and update the current database. There is also sentinel, a cross partnership ASB case management system where problem solving plans are located and shared.	**Sep-17**	**Low**	This is not used consistently. It is part of my workstream to dismantle and re-do this. We are now starting to move away from SARA model of problem solving and on to NDM. This will be incorporated into the new database.	**Ongoing** and incorporated into the work of C/Supt West as Neighbourhood Policing Lead and Supt Timmins as lead for ASB, is currently in the process of introducing a new multi-agency ASB problem solving system.	**Apr-17**
	142	Forces need to become smarter at not only measuring what they do, but also evaluating operations and initiatives to find out, in a range of different situations, what works and what does not.	By 31 March 2015, all forces should ensure that crime prevention or disruption activity carried out is systematically recorded and subsequently evaluated to determine the effectiveness of tactics being employed.	Yes	ACC Gibson	C/Supt Davison	This will be considered alongside evidence based policing (EBP) work being conducted with the nascent EBP group and Julie Wilkins	**Aug-17**	**Medium**	T/CI Simon Outen is working with Sgt Broughton and is due to report to the Evidence Based Policing Board in June 17.	**Ongoing.** An IT system has been identified - SharePoint. T/CI Simon Outen is leading a small group and leading the processes. There is agreement to increase the crime prevention tactical advisors by two posts, one per district.	**May-17**
	143	The progress being made by some forces and the apparent benefits indicated suggest that there are significant opportunities for forces to free up police time by making effective use of mobile technology.	By 1 September 2015, all forces should conduct a review into their use of video and telephone conferencing and ensure that it is being used wherever appropriate.	Yes	ACC Gibson	ACO	Awaiting update	**Awaiting new timescale**	**Medium**	•Part of the Agile Working Group . Head of ICT Scot Dunn discussed this at the meeting on Friday morning, that IT were currently going around the estate looking at what we've got. • It appears that the system we have does work, but people often don't know how to do it. •There is no national video conference facility – just regional and internal.	**Ongoing**	**Awaiting update June 2017**
	144	HMIC was extremely concerned to find that a number of forces were unable to provide some of the data requested. Questioning suspects and arresting those people who should not be at liberty is core business for the police.	By 31 October 2014, all forces should ensure that they have adequate systems in place to record (a) the number of open unsolved crimes being investigated in relation to which there is a named suspect; (b) the number of people within their areas who have failed to answer police bail; and (c) the numbers of suspects about whom details have been circulated on the PNC.	Yes	ACC Gibson	C/Supt Davison	Refer to DCI's for update on how this is managed	**Awaiting new timescale**	**Medium**	These will be considered by T/D/Supt Alan Mason for inclusion in force PTPM meeting. Work ongoing.	**Ongoing.** We invested in new D/Supt post and this is part of their portfolio to progress.	**Awaiting update June 2017**
	145	There is insufficient national data to assess reliably whether a relationship exists between attendance at crimes and victim satisfaction or detection rates.	By 1 September 2015, all forces should work with the College of Policing to carry out research to understand the relationship between the proportion of crimes attended and the corresponding detection rates and levels of victim satisfaction.	Yes	ACC Gibson	C/Supt Davison	Awaiting update	**Mar-18**	**Medium**		**Ongoing.** There are plans in place to introduce a full time analyst in the FCR. This forms part of the Thoughtful Policing Programme aiming to understand demand and changing how demand is dealt with. There is some analysis planned.	**Awaiting update June 2017**

Report	Ref Number	HMIC Evidence	Area for Improvement/Cause of Concern	Cause of Concern - Specific Recommendations	Accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required		Confidence in timescale set	Narrative explaining the confidence rating	Progress Update	Last Updated
								What?	Timescale?				
Firearms Licensing: Sept 2015	152	"Seven of the 11 forces which we inspected told us that they had backlogs of work in their firearms licensing departments."	Within three months, all chief constables should assess the demand placed on their firearms licensing department and ensure it has the capacity to meet this demand and provide an efficient and effective service at all times.		Yes	DCC Knighton	D/Supt English & Angie Driver	G4S will be conducting a wholesale review of the department, including looking at demand vs capacity. This will be governed by the ongoing DCC firearms licensing performance boards. Work required to properly gauge the amount and type of work being undertaken in the decision making segment of the review.	**Jan-18**	**Medium**	The additional staff that the review indicated were needed have been recruited, vetted, trained and are working in the office. The staff are not only coping with the demand peak, they have reduced processing times by a week. Staff levels will be reviewed further to ensure levels are able to cope with future demand. It is the commitment to staffing at the right level that will determine the long term effectiveness of the department.	Future demand has been assessed and staffing levels review identified that additional staff required. Backlogs initially increased significantly due to delay in appointing and vetting new staff. Internal critical incident has been declared and staffing has increased significantly. Staff training has been prioritised. Backlogs have noticeably and measures are in place to ensure the improvements continue.	**May-17**
	153	"Forces must make improvements if the efficiency and effectiveness of the service experienced by certificate holders is to be informed, as it should be, through public engagement."	Within three months, all chief constables should ensure that their current arrangements for public engagement with regard to firearms licensing are practical, proportionate and well known. They need to enable the force to understand the experience of service users and other interested groups. Thereafter, all chief constables should introduce effective systems to consider the results of public engagement to inform the efficiency and effectiveness of their licensing arrangements.		Yes	DCC Knighton	Insp Shaw & Angie Driver	To discuss with DCC – suggestion that electronic survey / forum easier and more accurate to administer than events? Links to existing action matrix. Potential to have representatives at existing public events rather than organising separate events. As per TTR document 2015 (NY Police)	**Nov-17**	**High**	Public meetings attended by Lincs Police FLD Insp and PCC. Other public events planned. G4S and Lincs Police planning to use Agricultural and shooting shows to highlight new digital system and increase its use by public. Use of new system will allow selected users to be sent satisfaction survey.	Digital platform has been built and is being introduced for the back off staff in June 2017. Rolled out for public to submit on line applications by October 2017.	**May-17**
Custody: Sept 2015	154		Lincolnshire Police should collate and use data more meaningfully, including for use of force (in accordance with the National College of Policing, Authorised Professional Practice – Detention and Custody), to allow them to manage and improve detainee care and welfare.		Yes	DCC Knighton	C/I Jane Parks	Custody officers – must tick the use of force box on NICHE and record their decision and rationale. Officers using force must complete the Use of Force Form. This will be cascaded through briefings and through refresher courses and CPD events.	**Awaiting new timescale**	**Medium**	Niche Use of Force application is not currently adopted; however, C/Insp Davies has put in place a process to ensure Lincs are compliant with the NPCC data returns for Use of Force by 1st April 2017. This will be captured using SNAP, until we can move onto NICHE in the future. It is recommended that prior to closing the AFI the system is assessed for effectiveness/compliance following implementation.	**Ongoing**	**Apr-17**
Effectiveness (Crime)	155		"While learning is shared informally within local teams the force does not have mechanisms in place to share this more widely. This also means that an understanding of what works is not retained centrally to enable officers to continually learn from and improve the tactics and approaches used. There is also no forum for practitioners to share what has and hasn't worked in the tactics that have been used"		Yes	DCC Knighton	Julie Wilkins Head of Strategic Development	Evidence based policing and organisational learning are issues that the Force is dealing with more generally. A steering group has been set up and the focus will be on developing and promoting best practice.	**Awaiting new timescale**	**Awaiting new confidence level**	In the Lincolnshire Police Neighbourhood Policing Strategy 2016 there is a specific role called the Anti-social behaviour coordinator which is a constable in each region - who's responsibilities will be as follows: 1. To review the weekly ASB briefing and work with internal and external partners in advising and guiding on appropriate actions. 2. To monitor anti-social behaviour activity within the district and support neighbourhood policing teams to implement the necessary response e.g. warning letters, ABC's, referrals to other agencies etc. 3. To co-ordinate and have responsibility for raising awareness on anti-social behaviour and how agencies can work together to tackle it effectively e.g. JAG/JAM's, ASBRAC, FWT, Mediation, Vulnerable Victim Support Service, FWT, YOS Prevention Programme etc. 4. To support police colleagues to implement ASB action plans for high risk victims and persistent perpetrators of anti-social behaviour. 5. To take a supportive role in representing the police within the ASB environment, working closely with the Community Safety Partnerships 6. Have responsibility to promote any current policies and procedures with police colleagues within their district. 7. To identify and work in partnership with Local Authorities and/or Registered Social Landlords to reduce Anti-Social Behaviour. 8. To build case files for ASB and support Neighbourhood Policing Teams in bringing perpetrators to justice. 9. To review all open cases on Sentinel (within their district) on a weekly This will all lend itself to building a strong foundation on which to build the "What works" repository within Lincs police in respect of ASB specifically. This will in turn develop the organisation's memory and evidence base in tackling ASB on all fronts. Coupled with a wider organisational cultural ethos change on basing actions on evidence based policing tactics, Lincs police are confident that this recommendation can be signed off as complete by the HMIC.	ACC Gibson - Evidence based policing and the revised Review Progression Board has started to progress this, but in my view not complete - awaiting information	**Awaiting update**
Effectiveness (Vulmerability)	156		The force should improve its response to children at risk of sexual exploitation by ensuring it develops its understanding of the scale and nature of the issue, and that its frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.		Yes	ACC Gibson	DCS Davison (Head of Crime)	Mandatory CSE NCALT package and staff to be released to attend training. To be covered in all first and second line supervisor training days. Policing model to recruit dedicated resources in the CSE team.	**Awaiting new timescale**	**Awaiting new confidence level**	This is intrinsically linked to the below recommendation and should not be separate.	ACC Gibson - CSE training given at supervisor and manager seminars. Training needs to be developed and delivered to wider teams. Need update from crime before write off as complete. - Awaiting update from T/D/C/Supt Davison regarding the effectiveness of the ncalt training package	
	157		"The force should improve its compliance with the duties under the code of practice for victims of crime specifically in relation to victim personal statements."		Yes	ACC Gibson	DCS Davison (Head of Crime)	The force needs to make sure that VPS is explained and offered consistently, and in good time.	**Awaiting new timescale**	**High**	The force has instigated a new thoughtful policing campaign which focusses on the journey of the victim throughout the whole criminal justice process. There is a whole body of work reviewing and performance managing the victim process in force. Some of the key aspects which evidence immeidate assurance that this recommendation has been fulfilled include: Training being delivered to over 300 (so far) operational staff, with plans to deliver further training right up through to November 2016. The training includes specific pieces on the Code of Practice for Victims, including definitions and entitlements of victims, and enhanced victim status. There is a specific slide in the presentation about VPS, and another about the Right To Review and these are covered more extensively than any of the other entitlements due to requests from various sources, including PSD. The training also provides a handout to staff, included in which is a page dedicated to information about VPS. This is topic discussed in the new investigation manual set for release in early March. VPS will be a dedicated subject in the first and second line supervisor's continued professional development day being held in Sept 2016. Giving VPS a higher focus in the minds of the force to promote its compliance. New performance and audit process will ensure that VPS is being utilised to maximum efficiecny and effect to raise public confidence.	ACC Gibson - There is a five point plan developing improvements in file quality and VPS compliance. Measured as part of performance framework but work still ongoing. Need to see the improvements sustained to write off as complete - awaiting information	Awaiting update

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							What actions are being taken as a result of the AFI?	Action Timescale?				
Efficiency	161	Notwithstanding the difficult circumstances, Lincolnshire Police should continue to develop more detailed plans in relation to how it will continue to provide services, with regard to potential changes in future funding arrangements.		Yes	DCC Knighton	A/FCFO Gillian Holder	As a result of recent HMIC inspection, a financial recovery plan is being drafted using the reduced service options of the PBB exercise to propose an operating model which addresses the budget gap if the outcome of the funding formula review is less favourable than anticipated. A report is being prepared which will be reviewed by COG on 6th June before submitting to PCSB in June 2017.	**Decision by PCSB in June 2017**	**High**	Report being prepared by FCFO, Head of Strategic Development and C/Insp Phil Vickers – currently in progress	Report being prepared by FCFO, Head of Strategic Development and C/Insp Phil Vickers – currently in progress	**May-17**
Legitimacy	162	The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.		Yes	DCC Knighton	Supt Taylor	Initial Proposals- A PSD Communications Strategy will be completed that incorporates clear direction on how the force can demonstrate to the public that has taken action in response to learning and feedback.	**Sep-17**	**High**	In addition to the planned renewed communications strategy from PSD. The department has recommended a review is undertaken on exactly how the force collates and disseminates lessons learnt across the organisation with its staff as well as with members of the public. This work will commence in April and will be completed by Sept 17	As stated this work has now commenced in April. Confident that proposals will be in place by Sept 17.	**Apr-17**
	163	Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.		Yes	DCC Knighton	Supt Taylor	Initial Proposals - The strategic asessment for anti - corruption will be refreshed to include clear plans for the identification, understanding and effective management of corruption threats facing the organisation.	**Jul-17**	**High**	The analytical work that underpins the ACU strategic assessment has now been completed and five priority areas identified as a result. The framework for the strategy has also been completed and the final draft of this product will be completed by the end of March.	The document is complete and awaiting sign off when new T/DCC starts.	**Apr-17**
	163	The force should improve how it clarifies and reinforces standards of behaviour to its workforce, in particular when dealing with vulnerable people, including victims of domestic abuse.		Yes	DCC Knighton	Supt Taylor	Early Plans - A force wide guidance note on issues relating to abuse of authority for sexual gain will be sent out across the force by DCC. A profile to be completed on the potential risk of sexual misconduct by officers & staff. (TOR being prepared for DCC)	**Phase One completed by March 17 Phase Two - ongoing.**	**High**	A guidance document on 'Professional Boundaries' has been completed and disseminated across the force to all staff. During wc 6/2/17 a week long internet campaign has been run on abuse of authority towards vulnerable persons. Phase 2 will be an ogoing rolling program of communications and prevention activity towards high risk groups identified via the ACU strategic assessment.	Ongoing program throughout 2017.	**Apr-17**
	165	The force should review the capacity and capability of its Anti Corruption Unit to ensure it can manage its work effectively.		Yes	DCC Knighton	Supt Taylor	Early Plans - Priority based budget to include proposals for change that will address capacity and capability within the ACU Dept.	**Jul-17**	**High**	A review of ACU capability has been completed and the PBB for PSD submitted with a recommendation of an increase in x1 G grade for ACU, P/T to F/T analyst capability increase (one post) as well as a further G grade on complaints & misconduct. A tasking and coordinating process will be developed to then ensure increased efficiency and effectiveness with all ACU resources.	A full time analyst selection process has now been completed and this post holder will commence full time on ACU as from May 2017. An advertisement for the ACU G grade position will be put out by 30/4/17 with a view to recruiting this G grade case officer ACU position by Jun/Jul 17. (NB: x2 G grade complaint case officer posts have now been selected from interviews and are currently going through vetting, with start dates planned for June 17.	**Apr-17**
	166	The force should improve how it manages individual performance.		Yes	DCC Knighton	Supt Taylor	Early Plans - Head of PSD to review current UPP & UAP procedures and instigate a plan for improving performance management of individuals by 1st & 2nd line managers.	**Sep-17**	**High**	The PSD Department has already delivered inputs to all senior managers across the force (C/I and above). During 5 days in March ALL 1st & 2nd line managers will receive similar training. In addition to this, the PDR, UPP & UAP process has been reviewed and a new process for managing individual performance will commence from April 17. Further bedding in is then planned with a review to completing this recommendation by Sept 17	The 1st & 2nd line manager UPP/UAP inputs went ahead as planned in March with positive feedback received. The new revised UPP & UAP policies have been sent out for consultation and will be approved before 30th April. A new 'well-being' aide-mémoire is now also completed and is available with the new style PDR's (Appendix D) for all managers to use. HR & PSD are currently working on the last stages of refining the T-Police recording system that will assist in electronic management of the new processes.	**Apr-17**
Leadership	167	The force should ensure there is a wider understanding of the leadership expectations across the whole workforce, notably at constable and equivalent level.		Yes	ACO Shackleton	Julie Wilkins	Review of the senior leadership, Insp and Sgt (and policing staff equivalent development programmes around the initial 'training' and then ongoing CPD expectations. This will also link in with the skills audit work.	**Apr-18**	**High**	Once the review work is completed we will be in a better position to do the same at the constable and equivalent level, although at that level it will be focused on personal responsibility, PRIDE, Staff Charter etc. There is an added complication in that the new CoP Competency and Values Framework for policing is coming into play next year which sets out clear expectations around leadership at all levels.	Development programmes have been reviewed and some adjustments made to ensure they remain relevant. However, the most significant change is the PEQF and CPD requirements in future. The force is currently developing programmes around the PEQF utilising the first year of the Apprenticeship Levy to enable Inspectors to access a Master programme in Leadership. ARC was introduced in January 2017 to assess constable standards following their 3rd year of service and the new PDR scheme (launched in April) includes a requirement to undertake and record ongoing CPD.	**Apr-17**
	168	The force should improve its ability to analyse information and intelligence to gain a better understanding of crime and anti-social behaviour in Lincolnshire to enable it to focus activity effectively.		Yes	DCC Knighton	T/D/Ch/Supt Davison	The force has increased its analytical capacity in the Performance and Analysis Unit and also in PSD.	**Sep-17**	**High**	Recruitment process in progress.	The following changes have been agreed through PBB: • Recruitment of Senior Analyst – start date mid-July • Dedicated PSD analyst – start date 22/05 • Recruitment of additional analysts x 2 – all in post by 26/06 Changes to working practices, including centralised tasking and allocation of strategic thematic areas for analysis to commence August/September	**Jun-17**
	169	The force should develop its understanding of – and have a clear process to prioritise – those offenders who are not immediately arrested or who breach police and court bail conditions and who cause the most harm to ensure they are captured and dealt with quickly.		Yes	DCC Knighton	T/D/Ch/Supt Davison/ Supt Alan Mason	As a force we are moving towards managers and supervisors utilising the tasks functions within Niche. All supervisors are being instructed and trained around task management. This process should be a daily occurrence allowing managers to quickly assess outstanding work and action accordingly. As part of this daily function supervisors and managers should be updating investigation and care plans. There is a significant backlog of outstanding actions that may have been completed but have not been dealt with upon Niche. We will need to go through an administrative phase of dealing with these outstanding actions and officers will need to understand that this will be a performance measurement.	**Nov-17**	**Medium**	This needs to be driven by department management teams. At this time I feel that most manager understand the necessity but at times some individuals comment that it purely an administrative function. This needs to change and managers need to understand it is a performance function which is an essential daily task. If this occurs I believe we should be able to meet the timescales.	The current process in place ensures that high risk matters are a addressed on a daily basis through DMM. The ongoing work to ensure supervisors and managers are checking daily workloads will address low level matters ensuring timely investigations occur and outstanding offenders are arrested. There needs to be further work to ensure that SNE's are processed properly and Niche is update appropriately. A this time SNE's that are not part of the enquiry are sometimes not removed by the OIC supervisors are being tasked by managers to address this matter.	**May-17**

Effectiveness	**1610**	The force should improve the quality of investigations by recording supervisors' directions consistently on investigation and victim care plans.		Yes	DCC Knighton	T/D/Ch/Supt Davison	The ongoing work to place the emphasis on Sgt to supervise Niche tasks should result in improvements in their recording of directions on investigations and victim care plans.	**Nov-17**	**Medium**	This needs to be driven by managers within departments.	There is a crime improvement plan that sits with operational superintendents to improve our performance on file quality focused on victim care issues such as VPS and Special measures. This has resulted in an initial increase in compliance in these areas, to increase this further we have amended national MG6 form after appropriate consultation with owners of documents. This amendment should result in a significant improvement in these areas.	**May-17**
	1611	The force should reduce the backlog of Stop Abuse referrals to the central referral unit awaiting a risk assessment to ensure those who are vulnerable receive the response they need in a timely way and safeguarding is not delayed.		Yes	DCC Knighton	T/D/Ch/Supt Davison	Increase staffing and make changes in relation to MDTs and the way information is shared with partner agencies. In particular, Childrens Services.	**Awaiting detail**	**Awaiting detail**	**Awaiting detail**	This is being monitored through senior management meetings and changes in processes and extra staffing have seen a reduction in the backlog. There has been an increase in staffing. The use of MDT and Pronto means data is now shared with Childrens services. The process for DA cases has changed, checking each day at set times. The introduction of PPN in October will beneficial.	**May-17**
	1612	The force should ensure that all specialist staff have the opportunity for continuous professional development and the right training and support to be able to fulfil their investigative and safeguarding responsibilities well.		Yes	DCC Knighton	T/D/Ch/Supt Davison	Revitalisation of the investigator pathway project.	**Sep-17 - Feb/March-18.**	**Medium**		Training, accreditation, liscensing and Continuous Professional Development is on the agenda.	**May-17**
	1613	The force has made insufficient progress on two of the areas for improvement identified in HMIC's 2015 effectiveness (vulnerability) report.	The force should address this rapidly to ensure that victims are safeguarded and staff know how to respond well. • The force should improve its response to missing and absent people, including frequently missing children, by: • developing its understanding of the scale and nature of the issue; • managing the assessment process more robustly; • using systems designed to support the management of cases effectively; and • increasing awareness of trigger plans for those children who frequently go missing and who are at risk of sexual exploitation.	Yes	DCC Knighton	T/D/Ch/Supt Davison	Run regular reports on frequently missing people including children. Introduce 2 co ordinators. Plan to use part of the analytical product to better understand the scale, including the and profligacy of missing issues. Make changes in the Misper unit.	**Immediately & April '18**	**Medium**		We now run reports on frequently missing/absent people including children. There are two dedicated co coordinators who sit alongside the CSE/Grooming team at Grantham. There has been changes to processes as they needed more support and direction. The Misper unit now sits in PPU allowing them to work more closely with them. There is now PPU oversight of work of the Misper unit and others. There are now flags on frequently missing people on Niche to indicate presence of a trigger plan. Subject to PIF bid NICHE will be used to manage Misper investigations aligning investigative and intelligence functions, if successful it is anticipated that this will be introduced Spring 2018. A review of the Misper team is currently being undertaken to ensure they are more operationally effective (D/Insp Shield).	**May-17**
	1614		• The force should improve its response to children at risk of sexual exploitation by ensuring it develops its understanding of the scale and nature of the issue, and that its frontline staff know how to identify cases and understand how to respond.	Yes	DCC Knighton	T/D/Ch/Supt Davison	Introduce training plan for FCR staff. Increase analytical capacity. Training of FCR staff completed between 27th April and 15th May 2017. Analytical work ongoing aided by the CSE / CSA flagging in NICHE as of April 2017 . Timescale 6 months	**May-17** **Oct-17**	**High Med**	Training completed Ongoing statistical analysis	A training plan has been submitted to the Professional Development board for CSE and vulnerabilitt training for frontline staff in the force control room. An increase in analytical capacity means we will be able to understand the scope and scale of the problem.	**May-17**
Effectiveness: Has the force improved since HMIC's 2015 vulnerability inspection?	**1615**	A number of recommendations and areas for improvement were identified in HMIC's 2015 effectiveness (vulnerability) report. Good progress has been made on most of the areas identified for improving the force's response to children at risk of sexual exploitation and missing and absent people, and investigators are better skilled and equipped. However, we are concerned that the force has made limited progress in some areas, which we set out (right).	The force's understanding of the nature and scale of vulnerability is insufficient, because: there are too few analysts; the IT systems cannot record vulnerability consistently; and domestic abuse is not always recorded accurately. The current backlog in the central referral unit means that referrals concerning children experiencing domestic abuse do not contain all the relevant information.	Yes	DCC Knighton	T/D/Ch/Supt Davison	Address the backlog in CRU referrals with changes in staffing. The force will introduce PPN which will ensure electronic notification to partners of vulnerabilities categorised by risk.	**Apr-18**	**Medium**	Planned introduction of PPN. Backlog now not an issue. Programme of work planned to incorporate problem profiles.	Currently there is no backlog of referrals within CRU, this observation was predicated upon a point in time where there were resourcing issues within the unit. A PPN working group has been working locally to ensure pr4ocesses are efficient and timely. CRU staff have undertaken joint training with Local Authority partners to ensure that thresholds are understood. The introduction of the PPN will allow automatic flagging systems to be enabled upon NICHE. The system will also allow notification to schools where children are involved in or been subject of DA incidents (Op Encompass is currently subject of VAWG fund bid). The issue of problem profiles is due to analytical support and resilience, there is a programme of work planned to incorporate such profiles.	**May-17**
	1616		The force still has an inconsistent approach to the management of risk for missing and absent children. Not all missing persons are reviewed in accordance with force policy, and the missing record is not always created on a specialised database.	Yes	DCC Knighton	T/D/Ch/Supt Davison	The force is reviewing its missing policy to bring it in line with APP. Clear definition of team and role to be developed and communicated across the force. Force decision required regarding future use of Compact, development of Niche and/or interface with NSPIS. This will also include the potential Compact app being developed for MDTs. PPU will communicate via newly updates Intranet pages and in routine orders, Safeguarding matters to be produced.	**Apr-18**	**Medium**		The current Missing Persons Policy is being reviewed in line with APP and current local practice. Trigger plans are created for the most vulnerable missing children at risk of CSE. COMPACT continues to be used in sporadic fashion. Subject to PTF funding Misper investigations will be handled on NICHE – April 2018.	**May-17**
	1617		The force's specialist investigative capacity is generally sufficient although some specialist staff do not have the opportunity for continuous professional development and the right training to fulfil their safeguarding responsibilities. Supervisors do not always record decisions consistently and there is still a lack of visible supervision.	Yes	DCC Knighton	T/D/Ch/Supt Davison	Improve performance through crime improvement plan.	**Sep-17 - Feb/March-18.**	**High**	Work ongoing.	The local PTPM and crime improvement plan addresses the recording rationale and supervison of crime occurences. The D/Supt head of Crime and Investigative Standards liaises with operational superintendents to pick up learning.	**May-17**